



model training

When it comes to employee training, what is the CEO's role?

"What comes out of their mouths has to track with their behavior. Their public face regarding support and allocating funds to training has to match their private face. They can't say they promote a culture of training and then cut the budget when times get bad. When times are bad, training is more critical. I'm not saying don't be fiscally responsible, but figure out where the training should continue."

KATHARINE GIACALONE, owner, KGWorks

"Commit to the training by identifying an internal champion that sets goals and drives the process, establish metrics that will measure results, and hold people accountable to meeting those goals. But keep in mind it's not just about the training; it's about the implementation plan following the training. Most companies front-load training initiatives, then things slow down and eventually die. It's critical that at six, 12 and 18 months out that retraining are scheduled, results are announced and the CEO recognizes employees and teams accordingly."

STEVE PICARDE JR., vice president, PI Midlantic

"A CEO should look at what they want to accomplish, then ask, 'How do I increase my capability there?' Before I decide what to do in terms of training, let me decide what I have. Pre-learning assessments can help CEOs to establish a baseline. But don't focus on this as the only piece. One mistake people make is they want a one-number ROI, and it's really more of a collection of data points that lead you to a positive value of investment."

RAED HADDAD, senior vice president, ESI International

"Attend, participate and reinforce. When the CEO personally communicates and attends and reinforces the training, it is immensely successful. It means so much when the CEO participates. If you can't go, we've had CEOs drop by and introduce the program or have lunch with folks and ask about what they are learning. Or bigger companies, the CEO records a message."

MARK JANKOWSKI, co-founder and president, Shapiro Negotiations Institute

"The CEO has to walk the walk. The culture of the company is set from the top, and the CEO needs to be able to set the example. Training can help increase a skill set, but for complete employee development, it needs to incorporate leadership, and that's where I see the role of the CEO. When the CEO is leading the force, employees are more willing to follow it."

STEPHANIE MARTINEZ-KLUGA, senior human resources specialist, Administaff (not pictured)

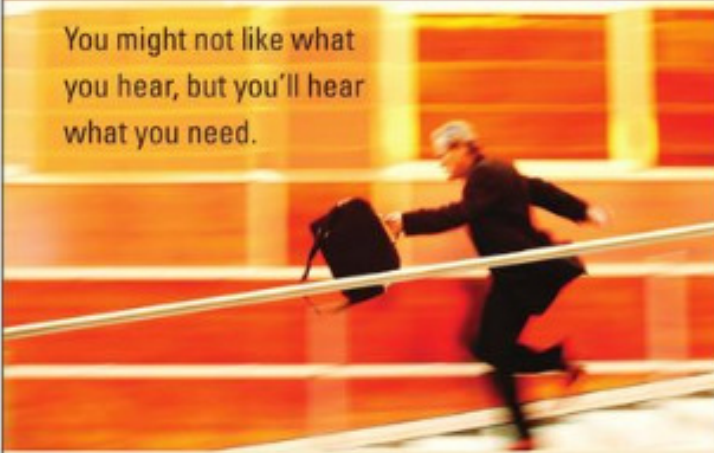
"The CEO has to set this as part of the culture, and it starts with the hiring process. CEOs have to lead by example, saying, 'If you want to come here, you have to want to learn.' Then they should set benchmarks. If you don't take your car in to get serviced because you are too busy, at some point you are going to end up losing a lot of time sitting on the side of the road. It is no different with training your employees. If you don't take the time to train your people, what you've decided is that it is better to live with the inefficiencies of not training them. You are going to pay one way or the other, but which will give you the better advantage?"

MATTHEW NEUBERGER, CEO, Neuberger and Company, Inc. (not pictured)



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